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TO: Each Supervisor

FROM: Robert B. Taylor *Robert B. Taylor*
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SUBJECT: **IMPLEMENTATION OF CAMP REDESIGN – SECOND QUARTERLY STATUS REPORT**

Pursuant to your Board's September 26, 2006 instruction, this is our Second Quarterly Status Report regarding the implementation of Camp Redesign which covers primarily January through March 2007. Although implementation is underway, significant work remains in not only transforming our camp operations, but also our intent to ensure a continuum of service delivery when minors reintegrate into the community.

This report provides our 1) context for camp redesign implementation; 2) camp redesign implementation strategy; and 3) status updates on the accomplishment of camp redesign goals.

I. CONTEXT FOR CAMP REDESIGN IMPLEMENTATION

CWLA Program Audit Recommendations – The CWLA program audit report included the following five recommendations that pertain specifically to Camp Redesign:

- **Recommendation #23:** *Conduct a comprehensive examination of the camps program utilizing the best available operational, staffing, training, educational, and programmatic practices to determine how policy, program, and practice could be changed to meet desired goals of the RTSB Camp Program.*
- **Recommendation #24:** *Initiate a comprehensive evaluation of the camp's effectiveness in terms of client outcomes to determine what is the best use of the camps, for which types of offenders, for what length of time, etc. This could be accomplished in part through the development of a database accompanying the use of the new screening form to be used by the department for placement in the camps, suitable placement, and CYA.*

- **Recommendation #35:** Reinforce the use of the LARRC to assess risk/needs by using it as a foundation to develop individual case plans and to provide supervision and services to produce improved client outcomes.
- **Recommendation #36:** Undertake a systematic study to evaluate the implementation of the LAARC as an assessment tool as well as its usefulness for other case management functions.
- **Recommendation #38:** Examine each transition/transfer point and ensure continuity of supervision and services as well as accuracy of information prior to transfer; reduce the number of transfers from one probation officer to another.

Commitment to Implementation of Evidence-Based Practices – Last fall, the Department committed to implementation of evidence-based practices (EBP) throughout its probation operations (i.e., juvenile halls, juvenile camps, and adult/juvenile field offices). This commitment necessitated reevaluating juvenile assessments, camp programs, camp staffing skills, and the camp nexus to aftercare and community-based EBP interventions and service delivery. This has required the Department to revisit its Camp Redesign strategies in light of EBP principles, the Title IV-E Waiver, Mental Health Services Action (MHSA) funding, and other resources currently available to the Department in order to effectively implement EBP interventions and services in the Department's 18 camps, the Dorothy Kirby Center, and the community.

Department of Justice's Review of Camp Operations – During the past three months, the United States Department of Justice (DOJ) initiated and completed its preliminary investigation of 10 County camps which generally focused on seven areas:

- Youth-on-youth violence and harm;
- Youth self-harm;
- Staff-on-youth violence and harm;
- Separation of camp juveniles by risk/needs;
- Use of the Special Housing Unit (SHU);
- Behavior management system; and
- Records management and administration.

On March 7, 2007, we provided your Board's Justice Deputies with an initial response to the DOJ findings. In essence, the Department is already:

- Reviewing and revising all RTSB policies and procedures and compiling them in a new RTSB policies and procedures manual that will also be published on ProbNet, the Department's internal web site.

- Training all camp staff in the following areas: suicide prevention, safe crisis management, use of force, and child abuse reporting.
- Establishing a Camp Assessment Unit to ensure that low-risk-of-recidivism/low-criminogenic-need youths are not placed in camps with a medium and high-risk juvenile population.
- Revising the existing behavioral management system, the Merit Ladder, to emphasize research- and strength-based rather than punitive approaches to changing youth conduct.
- Training camp staff in evidence-based practices, core correctional practices and motivational interviewing designed to replace custodial with "change agent" staff attitudes and to provide staff with the relational and responsive skills that research shows will lead to a reduction in staff-on-youth violence and harm.
- Preparing to deliver to youth in camps cognitive-restructuring (Thinking for a Change) and cognitive skills (Aggression Replacement Training) training that research demonstrates will reduce criminogenic needs and youth-on-youth and youth-on-staff violence and harm.

II. CAMP REDESIGN IMPLEMENTATION STRATEGY

The Department has developed three Camp Redesign goals aimed to:

1. Improve and maintain the physical and emotional safety and security of youth and staff in juvenile camps.
2. Accomplish positive behavioral change in juvenile delinquents at camp through evidence-based practices.
3. Prepare juvenile delinquents at camp for successful reintegration into the community.

The Department has also developed the following 11-point Camp Redesign strategy to accomplish the above three goals in the nine camps that are part of Phase 1 implementation.

1. **LARRC Assessments** – The Juvenile Field Services Bureau is having a consultant look at a large, random sample of LARRC assessments in order to help the Department develop (a) “cut scores” for identifying low, medium, high, and extremely high-risk juvenile delinquents and (b) criminogenic need domains to be addressed in juvenile case plans. The results are essential to the development of an automated case plan that will eventually be included in the Probation Case Management System (PCMS), which is now scheduled for initial implementation in September 2007.
2. **Assessment Center** – The Department is preparing to start up an Assessment Center at the Barry J. Nidorf Juvenile Hall in April 2007; the opening was delayed two months due to problems in completing construction and installing telephones and computers. The Assessment Center will include multidisciplinary staff from Probation, DMH, and LACOE. This multidisciplinary staff will be responsible for
 - Working closely with the Department’s Out-of-Home Screening Unit to ensure that low-risk juvenile delinquents are placed in the community (i.e., foster care homes or group homes) rather than in camps.
 - Further mental health screening and assessment of medium and high-risk juvenile delinquents identified as having mental health issues.
 - Further psychoeducational screening and assessment of medium and high-risk juvenile delinquents identified as having learning disabilities and/or other educational issues.

3. **RTSB Academy Training** – The Department has established a new 144-hour RTSB Training Academy core curriculum to be attended by all new DPOs assigned to camps. The first class of 23 new RTSB staff began the new academy on December 11, 2006, and graduated on January 5, 2007. The second class of 23 new RTSB staff began the new academy on January 16, 2007, and graduated on February 16, 2007.
4. **Gender-Specific Camps** – On January 21, 2007, the Department reopened Camp Scudder, one of two gender-specific camps for girls. The other gender-specific camp is Camp Scott. All Camp Scudder staff completed the 144-hour RTSB Academy training curriculum and a 72-hour gender-specific curriculum before the camp reopened. Camp Scott staff attended as much of the latter training as possible while still operating that camp. The gender-specific training was also offered and provided to DMH, DHS-JCHS, LACOE and CBO representatives that work at Camp Scott.
5. **Challenger Memorial Youth Center (CMYC) Camps** – The six CMYC camps are currently in the process of being reprogrammed to handle medium and high-risk juvenile delinquents with significant mental health issues. This means that:
 - CMYC camps will focus on addressing the criminogenic needs of medium and high-risk juvenile delinquents rather than simply detaining juveniles in camps due to their history of WIC 707(B) violent offenses.
 - CMYC camps will also utilize one or two camps to house extremely high-risk juvenile delinquents that need very close supervision and specific EBP interventions to address their responsivity issues before such juveniles can be housed and schooled with medium and high-risk juveniles at CMYC camps.
 - CMYC camps will establish an Intervention Center with DPOs that have had additional training in specific EBP interventions to provide treatment/ services as required in juvenile case plans.

CMYC camps will also reestablish Case Management Teams consisting of a DPO II and a DPO I (augmented by DMH and LACOE staff on an as-needed basis) to (a) update LARRC, mental health, and/or educational assessments; (b) develop and update juvenile case plans; (c) deal with cases of severe conduct disorder; and (d) facilitate aftercare planning and transition of juveniles back to their communities.

6. **EBP Staff Skills Training** – During the next four months, RTSB will be (a) adding EBP-related skills to its academy curriculum, (b) delivering such EBP training to the Phase 1 camps, and (c) establishing a schedule for having all remaining RTSB staff complete such EBP-related courses by the end of 2007.

The Department is currently working with The Resources Company to provide training of Phase 1 camp staff in evidence-based practices and principles; strength-based approaches; core correctional practices such as the appropriate use of authority and establishing productive relationships with youth; and motivational interviewing (40 hours).

The Resources Company has also outlined an 8-hour course in core correctional practices for all persons providing educational, human, and support services in camps – including community-based organization service providers and volunteers – to attend as a precondition for working in our camps.

7. **EBP Interventions** – The Department is working with The Resources Company to implement and establish EBP training programs for the following five EPB interventions:

- ***Making Changes:*** a 12-hour motivational curriculum that would be administered to youth arriving at Challenger in the first month of their stay in the camps.
- ***Thinking for a Change (T4C):*** a 44-hour cognitive restructuring curriculum that would be delivered in small group sessions to youth at Challenger and, eventually to boys in 16 juvenile camps.
- ***Moving On for Girls:*** a 60-hour cognitive restructuring curriculum that would be delivered in small group sessions to all girls in Camps Scott and Scudder.
- ***Aggression Replacement Training (ART):*** a 30-hour cognitive-behavioral skills training curriculum that would be delivered in small group sessions to high-risk juveniles at Challenger camps.
- ***Advancing Skill Sets and Interaction Styles of the Security & Support Team (ASSISST):*** a 24-hour curriculum to teach camp supervisors how to provide on-the-job (OJT) training in cognitive-behavior principles and applications to non-clinical staff under their direct supervision in order to enhance their abilities to interact effectively with youth in camp.

In the case of each EBP intervention (other than ASSISST), the Department is selecting about 16 camp staff from Probation and Mental Health to be trained as small group facilitators that will begin running, under direct supervision of the external trainers, 2-3 groups in their respective camps as soon as they complete an initial week of training. Ideally, each group will be facilitated by a dyad comprised of a Probation DPO and a Mental Health clinician. Each dyad will be videotaped once or twice in their groups, so that the EBP intervention trainers can observe and critique their facilitation techniques and then provide a second

week of training and coaching in the facilitation of their respective EBP intervention. At the conclusion of the initial run of groups, the EBP intervention trainers will recommend 4-6 facilitators to be selected and further taught how to train other camp staff in their respective EBP interventions.

8. ***Behavior Management System*** – In early February 2007, The Resources Company arranged for the Assistant Director and the Chief Psychologist of the Ramsey County Community Corrections Agency to visit the Challenger camps and to describe their experiences in implementing the Personal Effort and Responsibility System (PEARS) at Boys Totem Town, a residential treatment camp in St. Paul. The goal of PEARS is to move the juveniles through the cycle of change, so that they are prepared to lead successful lives once they are returned to the community. It aligns camp interventions and programs with the requirements of each of the five stages of behavioral change – pre-contemplation, contemplation, preparation, action and maintenance – and provides staff the necessary skills and tools required to assist the juveniles in moving through this rehabilitative process.

RTSB has developed a Behavior Management System to be implemented in all 18 camps during April and May 2007. The system will:

- Establish a scorecard protocol for supporting appropriate, pro-social juvenile behavior and holding youth accountable for anti-social behavior;
- Help youth internalize positive social controls;
- Restructure a youth's internal reward and incentive system from a focus on just material objective to pro-social human relational goals; and
- Develop and implement behavior modification stores by September 7, 2007.

9. ***Life Excelerator – Assessment of Personal Skills (LEAPS)*** – In March, the Department began implementing 38 modules of the LEAPS curriculum in all camps. Each module provides a one-hour training of youth in a specific social and emotional skill in one of the following categories:

- Friends
- School rules
- Stress and anxiety
- Respecting self and others
- Anger and emotional management
- Communication and presentation

- Managing time and attention
- Social life.

The Department has informed LACOE that it intends to utilize one hour of the school day to teach the LEAPS modules to youth in camp.

10. **Juvenile Court** – The Department has worked very closely with the Juvenile Court on development of Camp Redesign strategies. The Resources Company and Department management have trained virtually all 27 Juvenile Court delinquency judges in EBP principles and briefed them on Camp Redesign strategies. The Juvenile Court delinquency judges appear to be very supportive of the Camp Redesign strategies, however, they are more interested in effective implementation of the strategies. They have indicated their willingness to support 5-6 month camp orders for medium-risk juvenile delinquents and 11-12 month camp orders for high-risk youth once the EBP staff skills training has been completed and the EBP interventions are in place in the Phase 1 camps.
11. **Collaboration Efforts** – Following up on its November 2006 Community Corrections Collaborative Conference, the Department is reaching out to other public agencies, community-based organizations (CBOs), and faith-based organizations (FBOs) to include them in EBP implementation, such as:
 - **Camp Glenn Rockey:** Collaboration with Department of Mental Health staff to implement a \$1.5 million grant under the Mentally Ill Offender Crime Reduction (MIOCR) grant program. The purpose of the MIOCR grant is to help improve mental health assessment, EBP intervention, and aftercare treatment of juveniles ordered to camp. Camp Rockey has been designated as a second location to provide enhanced mental health support services. Currently, only the Challenger camps provide 24-hour medical coverage for youth taking psychotropic medications and/or in need of mental health services.
 - **Camps Joseph Scott & Kenyon Scudder:** Inclusion of representatives from the Girls Collaborative on the steering committee and subcommittees that are reviewing and refining camp programs to ensure that they are evidence-based and consistent with Camp Redesign strategies.
 - **Camp David Gonzales:** Implementation of an enhanced education/transition services program to provide (a) a model Individual Learning Plan (ILP) for each juvenile that includes education and/or vocational training both in camp and during transition back into the community and (b) instructional model(s) for teaching homework, tutoring, counseling, etc., that address the responsivity factors of juveniles in camp.

III. ACCOMPLISHMENT OF CAMP REDESIGN GOALS

In the First Quarter Report, the Department identified seven specific goals associated with Camp Redesign. Below is a "scorecard" on where the Department stands in achieving these goals.

Camp Redesign Goal	Goal Status
Fully implementing a staff-to-minors ratio of 1:8 at those CMYC camps which house the more high-risk offenders.	The Department is currently recruiting, hiring, and training the additional camp staff recently approved by the Board to achieve the desired ratio.
Completing development and approval of the EBP Comprehensive Action Plan resulting in 1) an EBP framework for resource allocation and future training of the Department's operations staff and 2) an integrated continuum of assessment, supervision, treatment and other services to juvenile delinquents.	The Resources Company is updating the EBP Comprehensive Action Plan to reflect the Board's March 13th approvals of the additional personnel items needed to effectively implement the Plan.
Refining and integrating Camp Redesign and Camp to Community Transition Program (CCTP) strategies, interventions and services in accordance with EBP principles.	The Department has finalized and is now implementing its Camp Redesign strategy. The Resources Company will now begin assisting the Department with integration of Camp Redesign and CCTP strategies and programs.
Implementing EBP staff training, interventions, and services at the two gender-specific camps for girls (Scott and Scudder).	The Department and The Resources Company have scheduled EBP staff skills and intervention training for the Phase 1 camps to be delivered in the next 6 months.
Beginning to implement EBP staff training, interventions, and services at the 6 CMYC camps.	The Resources Company is training EBP intervention facilitators in Moving On for Girls in April (Scott/Scudder) and in Thinking for a Change in May (Challenger camps). Camp staff will begin facilitating those EBP interventions in the same months.
Implementing the Saba Learning Management System by the Department's new Training & Learning Development Services Division (TLDS) to begin more efficient scheduling and tracking of RTSB academy, core and EBP-related training by camp staff, as well as other operational staff.	The Department's TLDS, ISB and HR staff are currently working with the County's Department of Human Resources to implement the Saba LMS, which is targeted to come on-line at the beginning of the next fiscal year.
Utilizing the County-acquired Cognos "data warehousing" software as the basis for developing an executive-level Performance Measurement and Reporting System ("dashboard system") for tracking and reporting client outcomes and performance indicators to measure progress in implementing the EBP Comprehensive Action Plan, in general, and Camp Redesign, in particular.	The Department's ISB staff are currently working with CIO and ISD to implement a pilot version of the dashboard system by June 1 st . The dashboard system will be comparable to those already implemented by DCFS and DPSS.

We will continue to report our progress in accomplishing the preceding goals in our next quarterly report. In the meantime, implementation of Camp Redesign is underway, and we believe that substantial progress will continue to be achieved with the additional resources recently approved by your Board.

Please contact me if you have any questions or if additional information is necessary, or your staff may contact Virginia Snapp, Acting Deputy Director, Juvenile Institutions at (562) 940-2513, or Dave Mitchell, Chief, Residential Treatment Services Bureau at (562) 940-2508.

RBT:dn

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